



ESC Service Charter Scorecard

Metrics for March 24 – April 20, 2013

Issued June, 2013



Executive Summary

Customer Service

- The employee population increased by 8,000, call volumes doubled with the rollout of Segment 3.4 for the first week, call volume decreased to normal levels as of the fourth week of the period.
- Average wait time increased to 30 seconds from 18 seconds, well within the defined SLA target.
- Average time to complete a call increased to 5 minutes from 4.20 minutes.
- Use of email as means of reporting time and attendance issues increased from 381 to 662, an increase of 57%.
- Inquiries from EOEEA, EOHHS, and EOANF agencies accounted for the most inquiries as a percentage of employees served. EOHHS represents 64% of the ESC supported SSTA population and 61% of the inquiries.

Process & Organization

- Escalated Payroll Notification process was not invoked.
- Planning for implementation of E-pay, and E-profile has begun.

Systems

- **3/25/13: Due to code changes 325 employees were in SSTA without a Group ID. Fix by ITD / HRD**
- **3/26/13: Slow response time for DOC Users entering or approving time. ITD Team sent to investigate the root cause**
- **4/19/13: Emergency shutdown for several greater Boston communities affected ability to report / approve time by the deadline.**



Service Delivery Overview

March 24, 2013 – April 20, 2013

Customer Interactions

Total # Agencies Served: 71

Total # Employees Served: 29,572

Total contacts received: 7,124

Total tickets opened: 6,605

% of Employees served contacting ESC: **24%***

Staffing

Area	Staffing as of 3/24/2013	Staffing as of 4/20/2013
Tier 1: Customer Service	9	9
Tier 2: Time & Attendance Ops	16	16
Temporary Staff	2	2
Supervisor	3	3
Senior Staff	4	4
Total	34	34

Enabling Technologies

- **Metrics:** Includes data on IVR Users
- **Case Management:** No changes this period.

Activities - April

The ESC is currently supporting several activities underway to prepare for upcoming complex rollouts:

- **SSTA Testing:** Complex DOC functionality.
- **Staffing for ESC new hires** (Jan, Feb & Mar. start dates)
- Supported **change management and training** activities for complex rollouts

Source: ESC Avaya CMS & COMiT Reports, data from 3/24/13 – 4/20/13

***Note:** “% of Employees served contacting ESC” does not account for repeat contacts (i.e., one employee calling multiple times).

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Service Level Agreement

Service Measures and Targets

The following service measures and targets are outlined in the ESC Service Level Agreement document. Data contained in this presentation includes both SLA and non-SLA measures.

Metric	Target
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	75% of customers rated overall satisfaction good to excellent
Percent of notification runs executed to completion: <ul style="list-style-type: none"> All: Reminder Report Time Employees: Unreported time – 1st and 2nd notice Approvers: Unapproved reported time – 1st and 2nd notice Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications – 1st and 2nd notice Failsafe outreach to Agency HR/Payroll and signatory authorities when applicable Failsafe outreach to Comptroller and Chief HR Officer when applicable 	95%
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> Simple*: 3 business days Complex*: 7 business days 	90%
SLA reports produced on time according to predefined schedule (see section 5.5)	90%

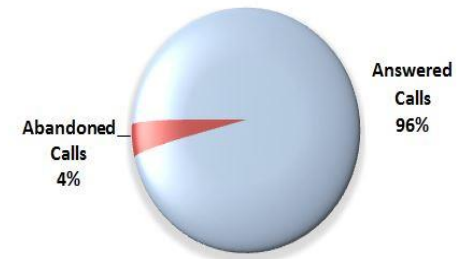


Inbound Call Data

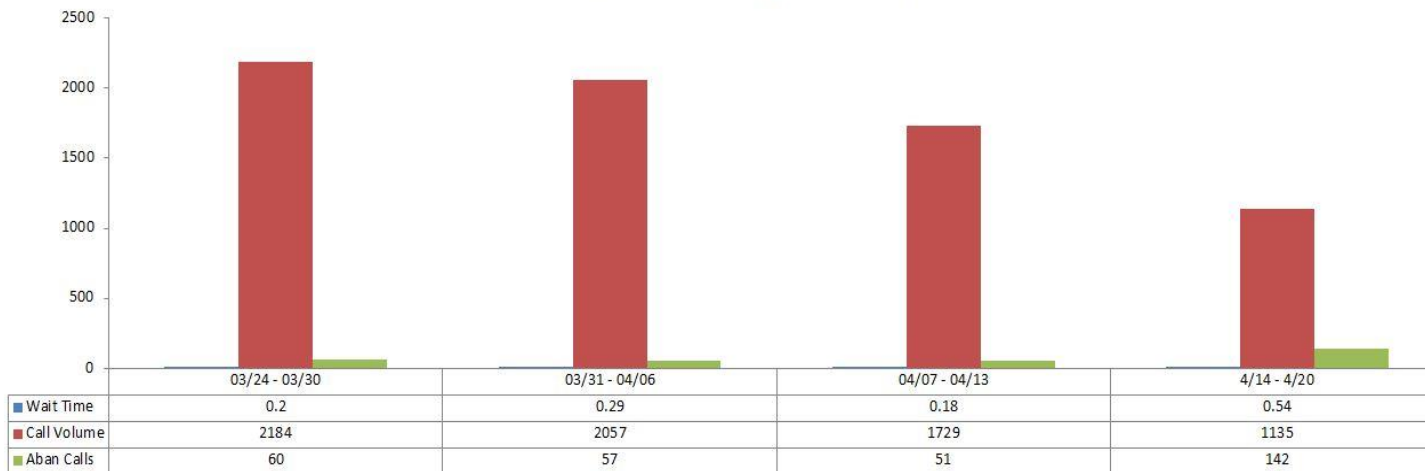
Overall call volume and wait time have increased. Abandoned calls increased during the rollout.

SLA Metric	Target Level	Current Period (03/24/13 to 04/20/13)	Previous Period (02/24/13 to 03/23/13)	Previous Period (01/27/13 to 02/23/13)
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	:30 seconds	:18 seconds	:38 seconds

Abandoned Calls



Average Wait Time (in seconds)



Total = 7,105 calls

Ticket Source



Total = 6,605 tickets

Source: ESC COMiT & Avaya data from 3/24/13 – 4/20/13.

*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.

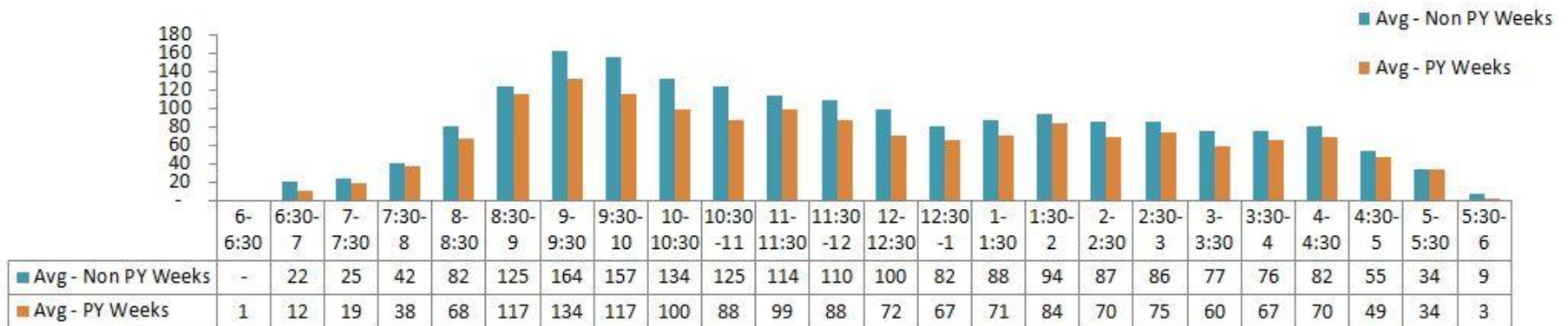


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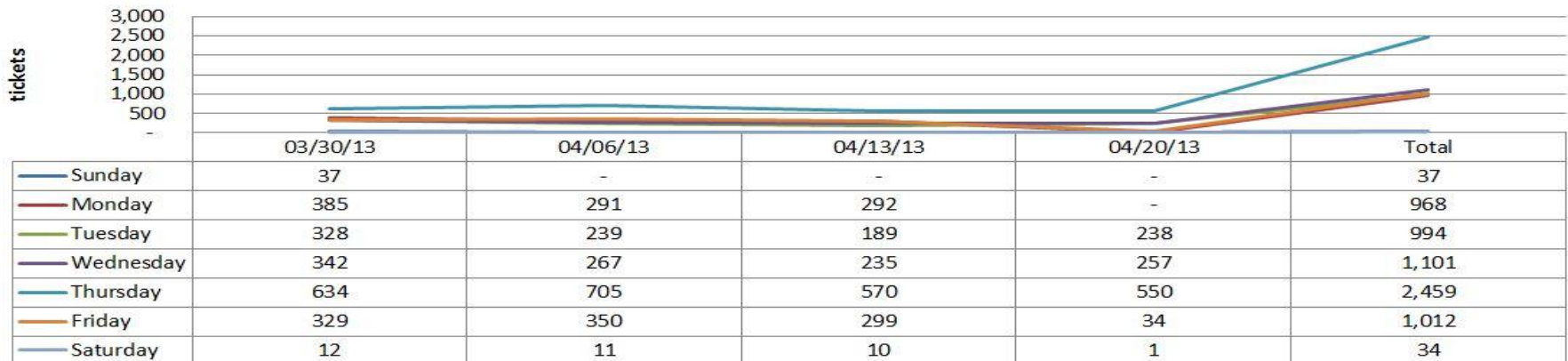
Timing of Inquiries

Call volumes continue to peak following weekly time submission deadlines and notifications. Peak call hours are from 8:30 am to 12pm.

**Average Calls by Timeframe
Payroll vs. Non-Payroll Processing Weeks**



Tickets by Day

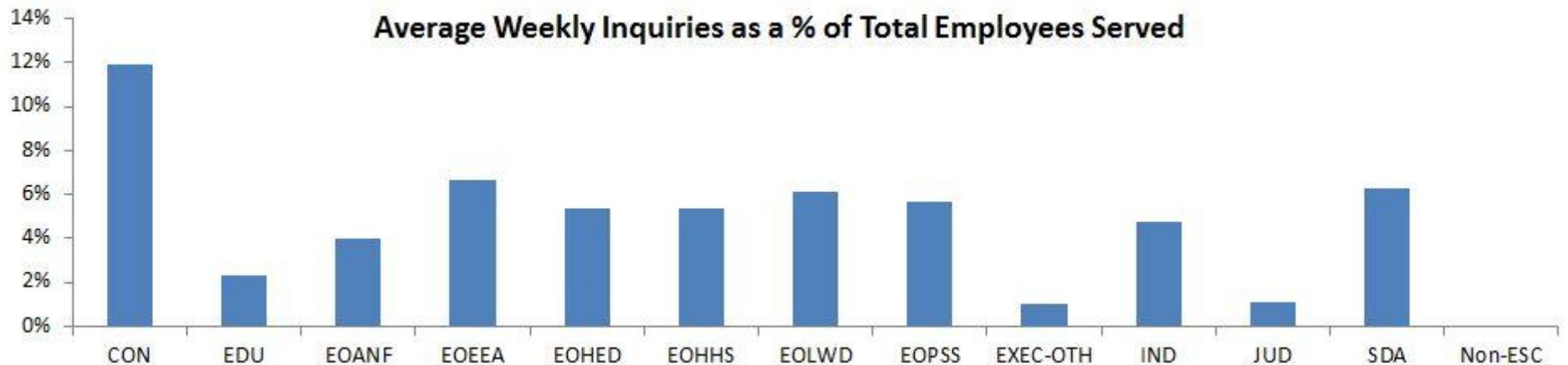
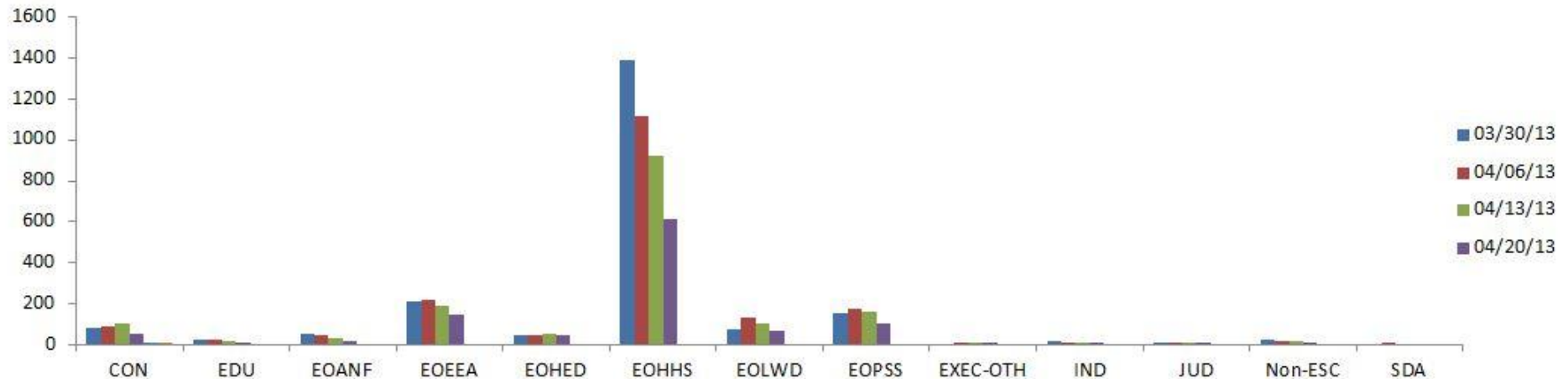


Source: ESC COMiT & Avaya data from 3/24/13 to 4/20/13.



Inbound Inquiries by Agency

EOHHS agencies represent the largest volume of inquiries to the ESC.



Source: ESC COMiT data from 3/24/13 – 4/20/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).

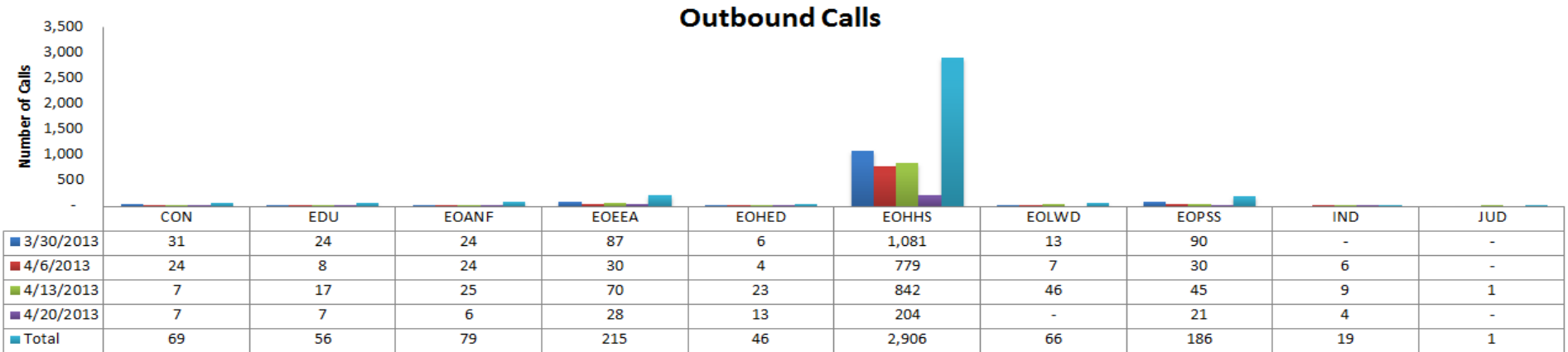


Outbound Exception Management Calls

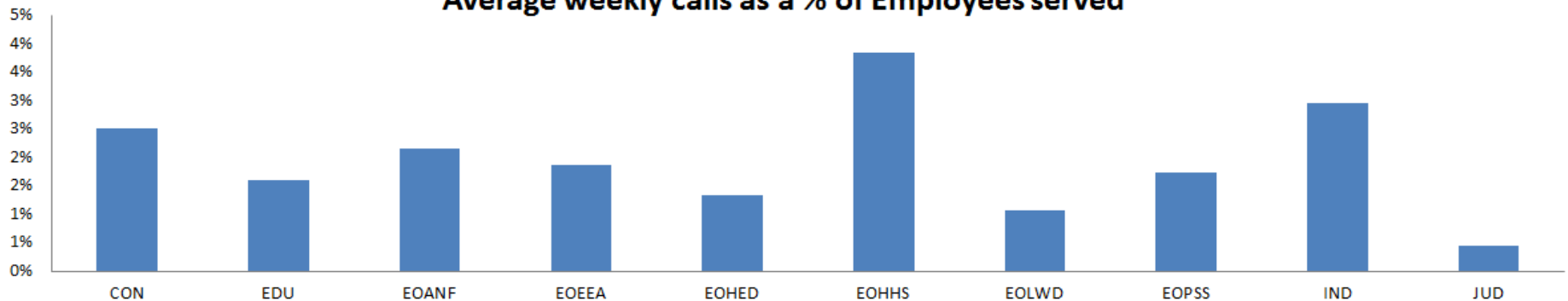
Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry or time approval and when system generated exceptions appear on a timesheet.

EOHHS agencies represent the largest volume of outbound calls from the ESC.

EOHHS represents the highest volume as a percent of employees served.



Average weekly calls as a % of Employees served



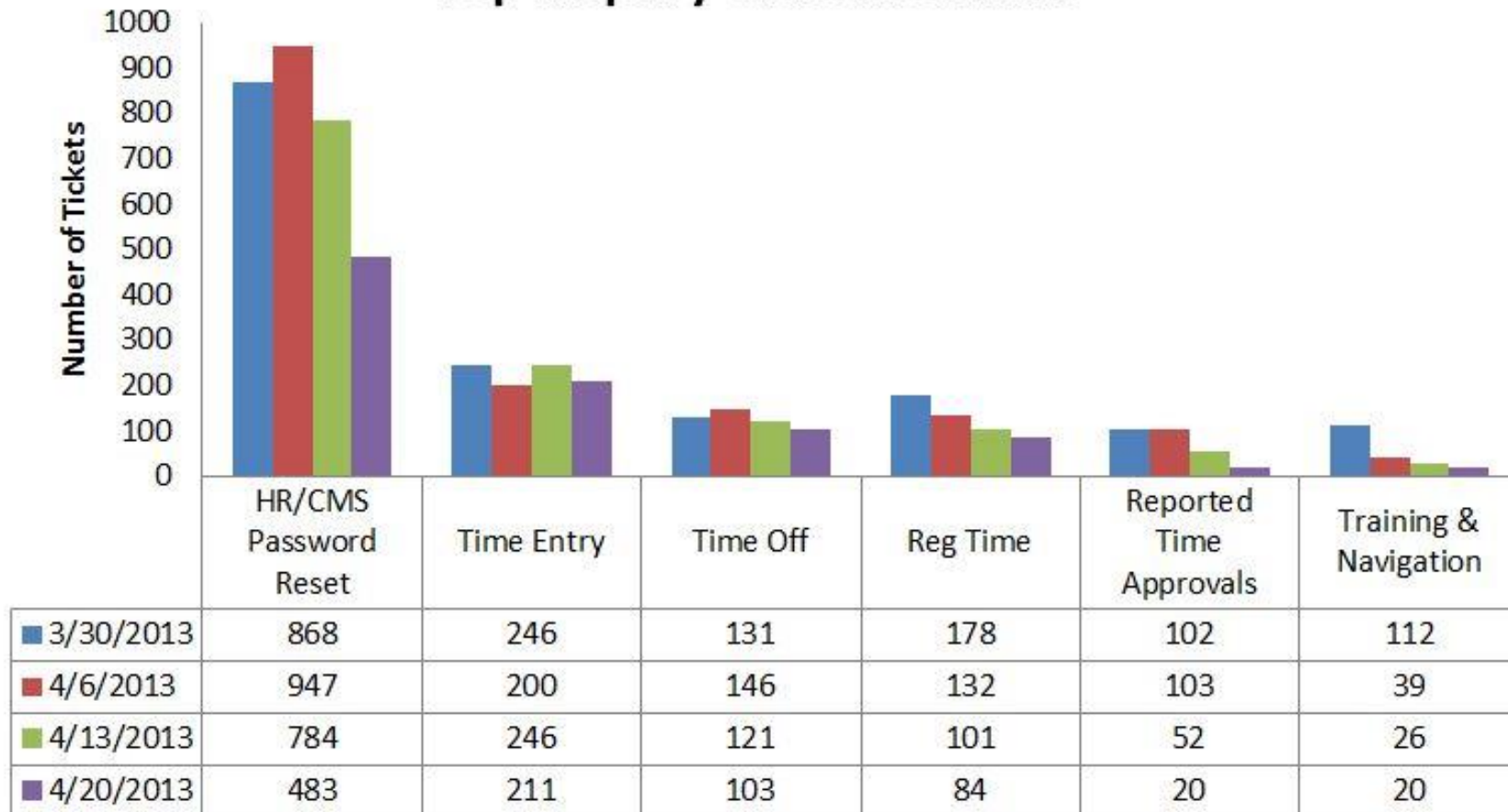
Source: : ESC Exception Management System data from 3/24/13 – 4/20/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).



Type of Inquiries Received

Password Resets remain the most common inquiry type, followed by time entry and time off.

Top Inquiry Classifications



Source: ESC COMiT data from 3/24/13 – 4/20/13



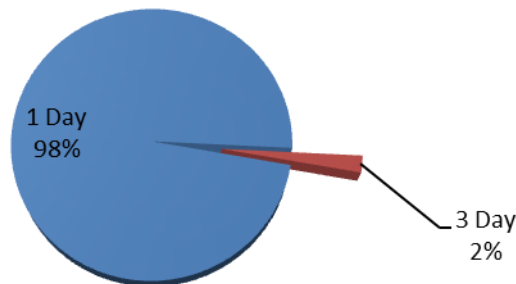
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Case Resolution Time

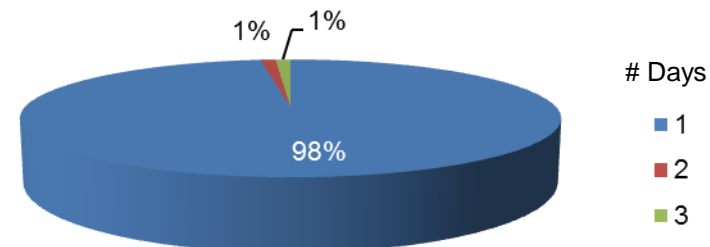
Case resolution time remains within SLA targets, with nearly all inquiries resolved on the same day.

SLA Metric	Target Level	Current Period (03/24/13 – 04/20/13)	Previous Period (02/24/13 – 03/23/13)	Previous Period (01/27/13 – 02/23/13)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	98%	98%	99%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	1 Day – 99% 3 Days – 99%	1 Day – 98% 3 Days – 99%	1 Day – 99% 3 Days – 99%

Case Resolution Time Password Reset



Case Resolution Time Inquiries & Requests



Source: ESC COMiT data from 03/24/12 – 04/20/13

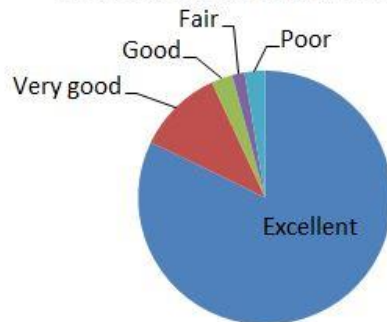


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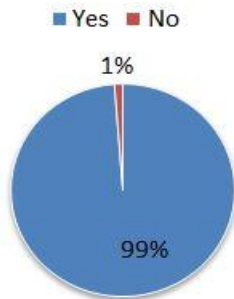
Customer Satisfaction Survey Results

SLA Metric	Target Level	Current Period (03/24/13 – 04/20/13)	Previous Period (02/24/12 – 03/23/13)	Previous Period (01/27/13 – 02/23/13)
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample.)	75% of customers rated overall satisfaction good to excellent	95% rated good to excellent (17% response rate)	97% rated good to excellent (15% response rate)	96.2% rated good to excellent (30% response rate)

How would you rate the quality of service you received from the Employee Service center?



Was your Employee Service Center Specialist Courteous?



Sample Comments:

"I think the issue I had was a unique one so it took a bit to resolve it. Both the employee and her supervisor were very pleasant, helpful and informative."

"Walked me through resolution over the telephone giving easily understood instructions."

"She was wonderful. She did the first correction, talking through it, then I did the second while she talked me through it. Perfect way to help someone."

"Every request that I have called about has been handled courteously and efficiently. I am very impressed! Many thanks"

"Considering the overload of work that the Employee Service Center is experiencing, the service has been great the two times that I have contacted the center."

"They have always given remarkable service"

"ESC Representative was wonderful, courteous and remained on the phone to make sure I had obtained access. ESC Rep couldn't have done better, she was spectacular."








"Great job overall!"

Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 03/24/12 – 04/20/13.



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SLA Targets vs. Actual Performance

Metric	Target	Current Period Performance 03/24/13 – 04/20/13	Previous Period Performance 02/24/13– 3/23/13	Current Status
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	30 seconds	18 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99%	99%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	99% within 1 Day and 99% within 3 Days	99% within 1 Day and 99% within 3 Days	
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	75% of customers rated overall satisfaction good to excellent	95% rated good to excellent (17% responded)	97% rated good to excellent (15% responded)	
Percent of notification runs executed to completion: <ul style="list-style-type: none"> All: Reminder Report Time Employees: Unreported time - 1st & 2nd notice Approvers: Unapproved reported time - 1st & 2nd notice Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1st & 2nd notice Failsafe outreach to Agy. HR/PY and signatories Failsafe outreach to CTR and CHRO 	95%	100%	100%	
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> Simple*: 3 business days Complex*: 7 business days 	90%	100%	None requested	
SLA reports produced on time according to predefined schedule (see section 5.5)	90%	100%	100%	



Review Schedule

Service Charter Scorecard

Service Month*		HRAC Review	
Start Date	End Date	Walkthrough	Report Due
6/3/2012	6/30/2012	7/18/2012	7/25/2012
7/1/2012	7/28/2012	8/15/2012	8/22/2012
7/29/2012	8/25/2012	9/19/2012	9/26/2012
8/26/2012	9/22/2012	10/17/2012	10/24/2012
9/23/2012	10/20/2012	11/14/2012	11/21/2012
10/21/2012	12/1/2012	12/19/2012	12/26/2012
12/2/2012	12/29/2012	1/17/2013	1/24/2013
12/30/2012	1/26/2013	2/20/2013	2/27/2013
1/27/2013	2/23/2013	3/20/2013	3/27/2013
2/24/2013	3/23/2013	4/17/2013	4/24/2013
3/24/2013	4/20/2013	5/15/2013	5/22/2013
4/21/2013	6/1/2013	6/19/2013	6/26/2013
6/2/2013	6/29/2013	7/17/2013	7/24/2013

***Note:** "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.



Appendix: Agencies Served

<u>Agencies Served</u>	<u>Employees</u>	<u>Agencies Served</u>	<u>Employees</u>	<u>Agencies Served</u>	<u>Employees</u>
ADD-Developmental Disabilities Council	19	EEC-Department Of Early Education	205	RGT-Department Of Higher Education	66
AGR-Department Of Agricultural Resources	96	EED-Executive Office Of Housing & Economic Development	45	SCA-Office Of Consumer Affairs And Business Regulations	33
ALA-Administrative Law Appeals Division	33	EHS - Executive Office of Health and Human Services	1530	SDA-Sheriffs Department Association	4
ANF-Eo Administration & Finance	49	ELD-Department Of Elder Affairs	60	SEA-Department Of Business And Technology	25
APC-Appeals Court	90	ENE-Department Of Energy Resources	51	SOR-Sex Offender Registry	49
ART-Mass Cultural Council	27	ENV-Executive Office Of Environment	298	SRB-State Reclamation Board	161
ATB-Appellate Tax Board	28	EOL-Dept Of Workforce Development	1539	TAC-Department Of Telecommunications	26
BSB-Bureau Of State Buildings	11	EPS-Executive Office Of Public Safety	200	TRB-Teachers Retirement Board	98
CDA-Emergency Management Agency	100	EQE-Department Of Environmental Protection	830	TRE-Office Of The State Treasurer	218
CHE-Soldiers' Home In Massachusetts	378	FWE-Department Of Fish And Game	324	VET-Department Of Veterans Service	78
CHS-Criminal Justice Information Systems	37	GIC-Group Insurance Commission	53	VWA-Victim And Witness Assistance	16
CME-Chief Medical Examiner	71	HCF-Health Care Finance & Policy	101	WEL-Department Of Transitional Ass	1560
CSC-Civil Service Commission	7	HLV-Soldiers' Home In Holyoke	373	Grand Total:	29572
CSW-Commission On Status Of Women	1	HPC - Health Policy Commission	12		
DCP-Capital Asset Management And Maintenance	352	HRD-Human Resources Division	148		
DCR-Department Conservation And Recreation	974	LIB-George Fingold Library	13		
DFS-Department Of Fire Services	573	LOT-Lottery And Gaming Commission	410		
DMH - Department of Mental Health	3177	MCB-Mass Commission For The Blind	175		
DMR - Health and Human Services	3245	MCD-Commission For The Deaf And Hard of Hearing	56		
DOB-Division Of Banks	162	MGC - Massachusetts Gaming Commission	41		
DOC - Department of Corrections	1068	MIL-Military Division	313		
DOE-Department Of Elementary & Secondary Education	523	MMP-Massachusetts Marketing Partne	22		
DOI-Division Of Insurance	116	MRC-Mass Rehabilitation Commission	929		
DOS-Division Of Standards	17	OCD-Dept Of Housing And Community	291		
DPH-Department Of Public Health	3117	OHA-Massachusetts Office On Disability	13		
DPS-Department Of Public Safety	50	ORI-Office For Refugees And Immigrants	21		
DPU-Department Of Public Utilities	141	OSC-Office Of The Comptroller	129		
DSS-Department Of Children And Families	3217	OSD-Division Of Operational Services	81		
DYS-Department Of Youth Services	895	PAR-Parole Board	201		
EDU-Executive Office Of Education	77	REG-Division Of Professional Licensure	123		



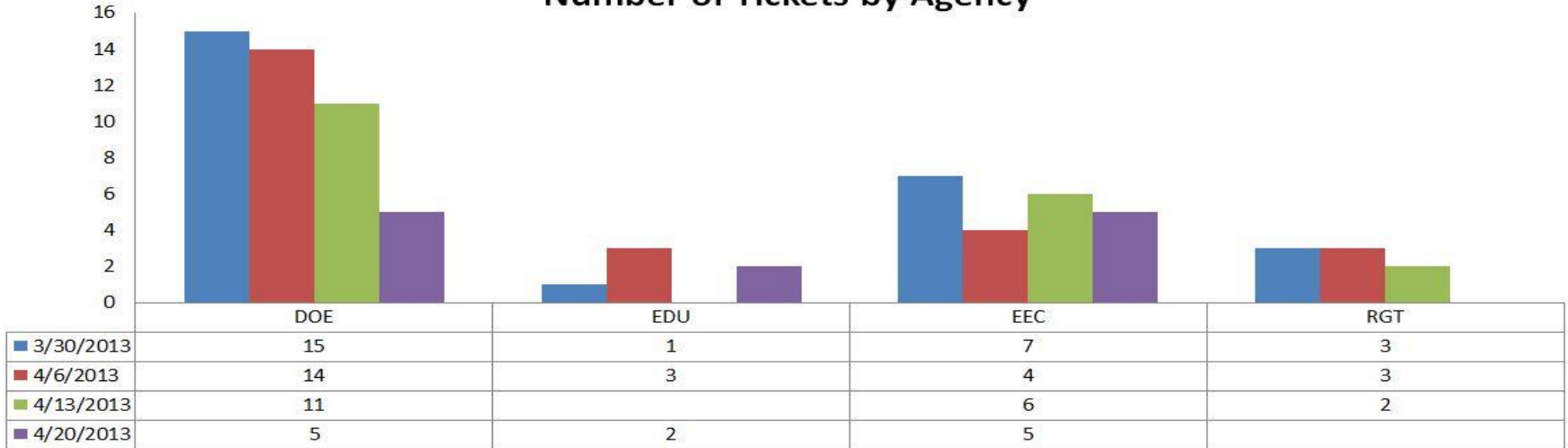
Appendix: Inquiries by Agency

- Note: No inquiries were received this reporting period from:
 - **BSB**
 - **CSC**
 - **CSW**
 - **EED**
 - **HPC**

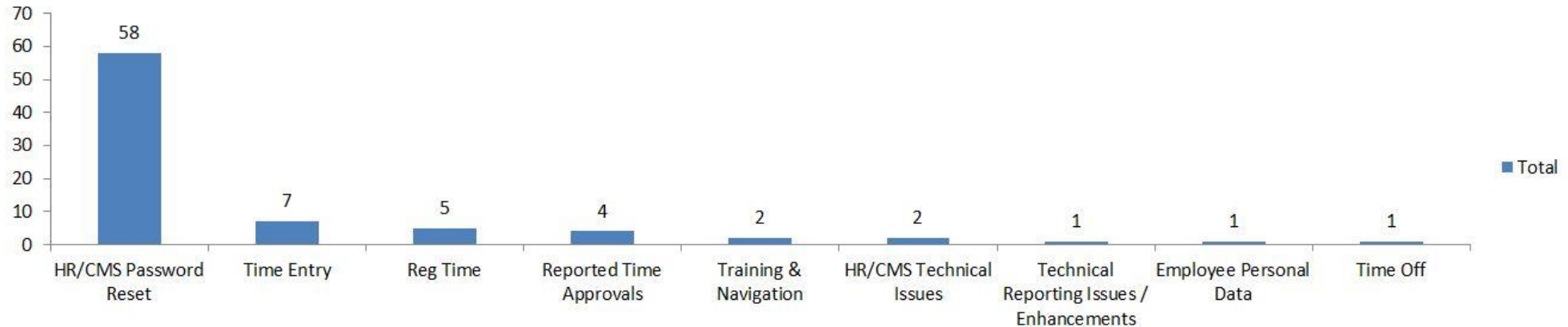


Education Secretariat Agencies

Number of Tickets by Agency

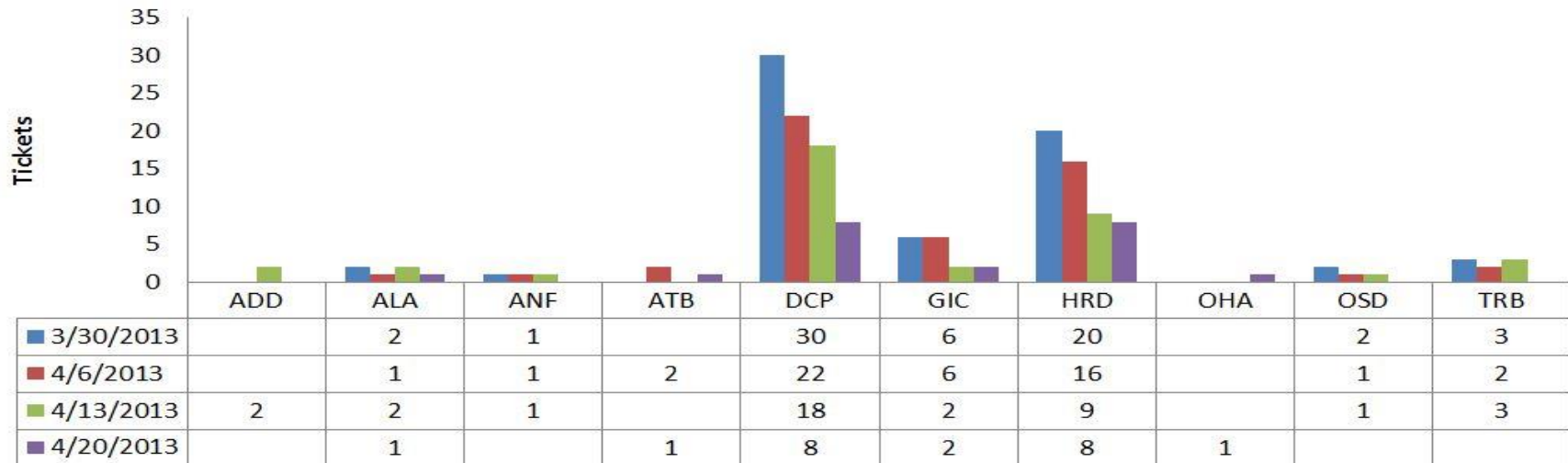


**Inquiry Classifications
(Across EDU Agencies)**

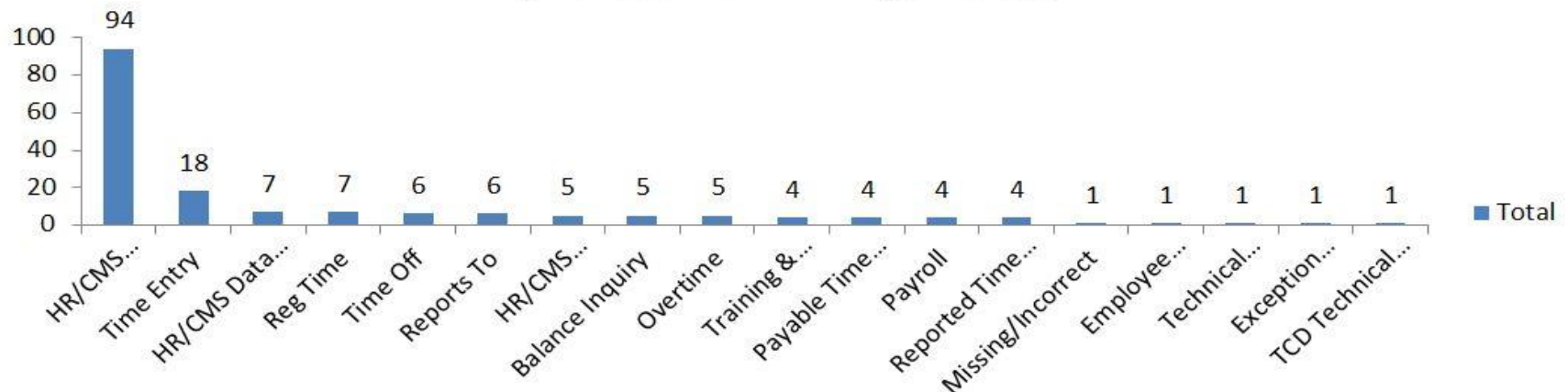


EOANF Secretariat Agencies

Number of Tickets by Agency

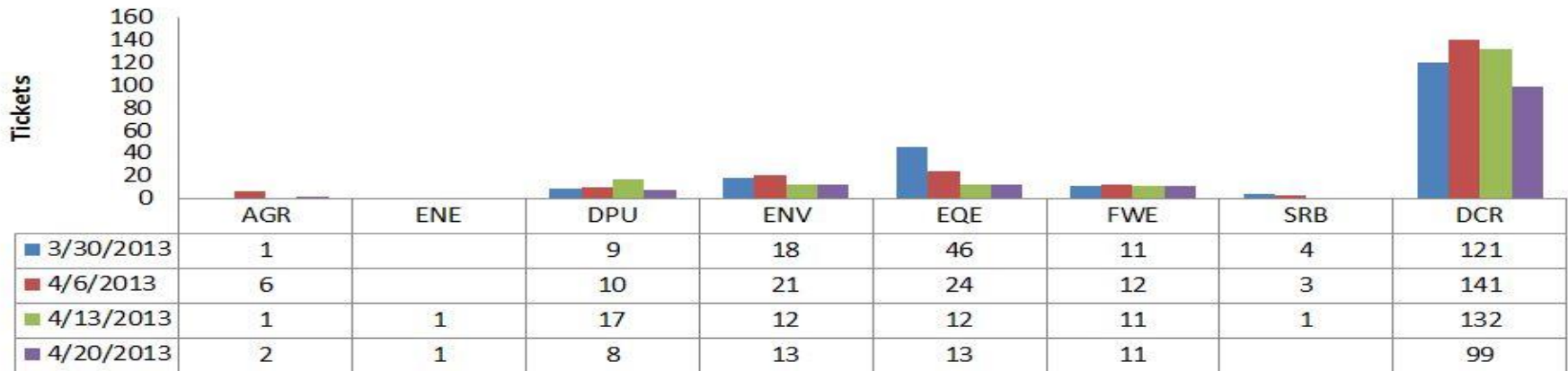


Inquiry Classifications (Across EOANF Agencies)

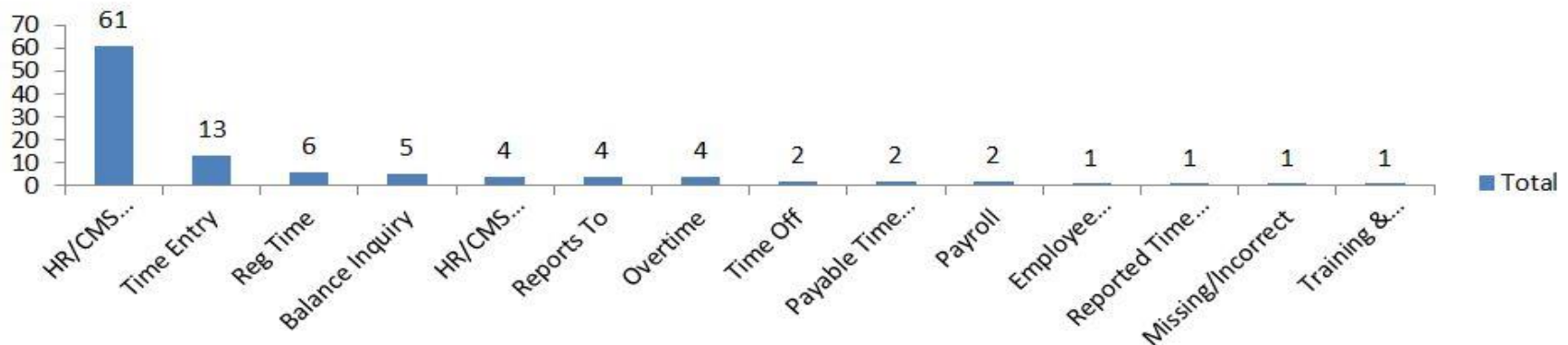


EOEEA Secretariat Agencies

Number of Tickets by Agency

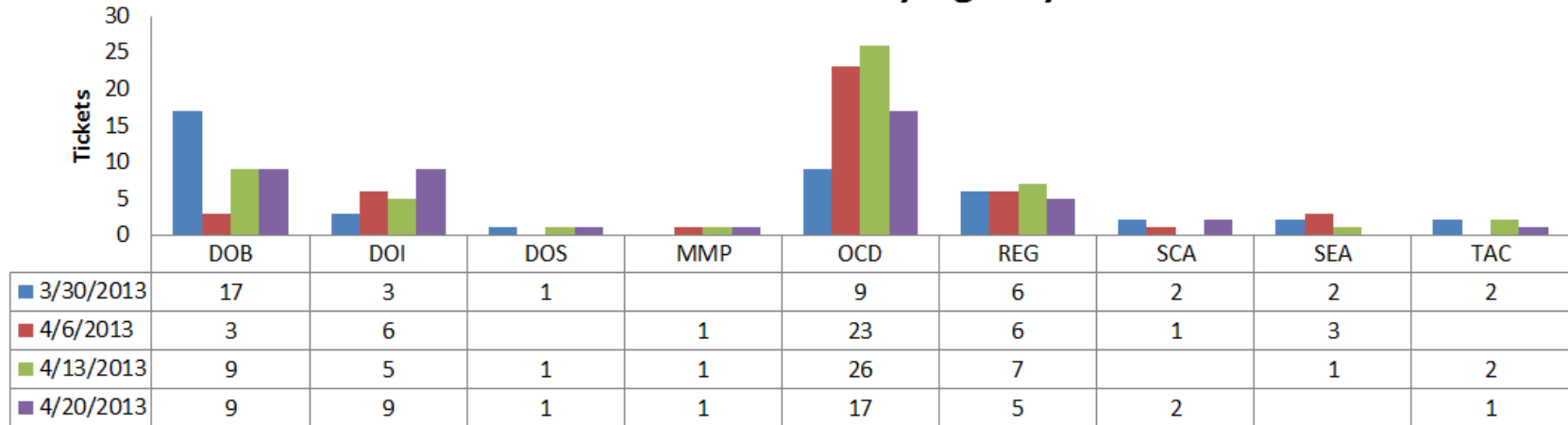


Inquiry Classifications (Across EOEEA Agencies)

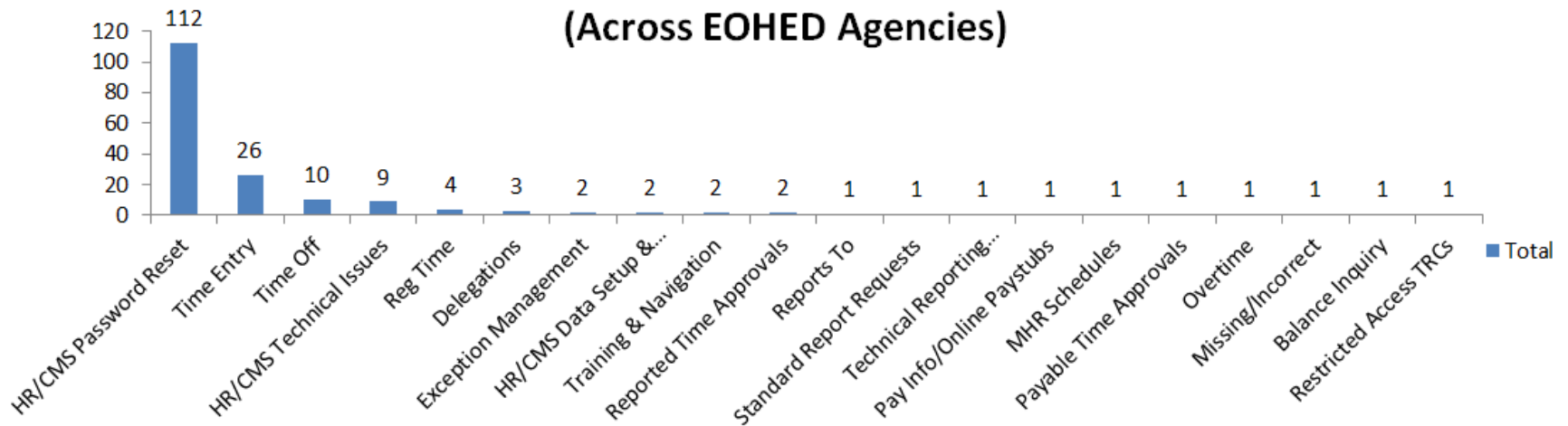


EOHED Secretariat Agencies

Number of Tickets by Agency

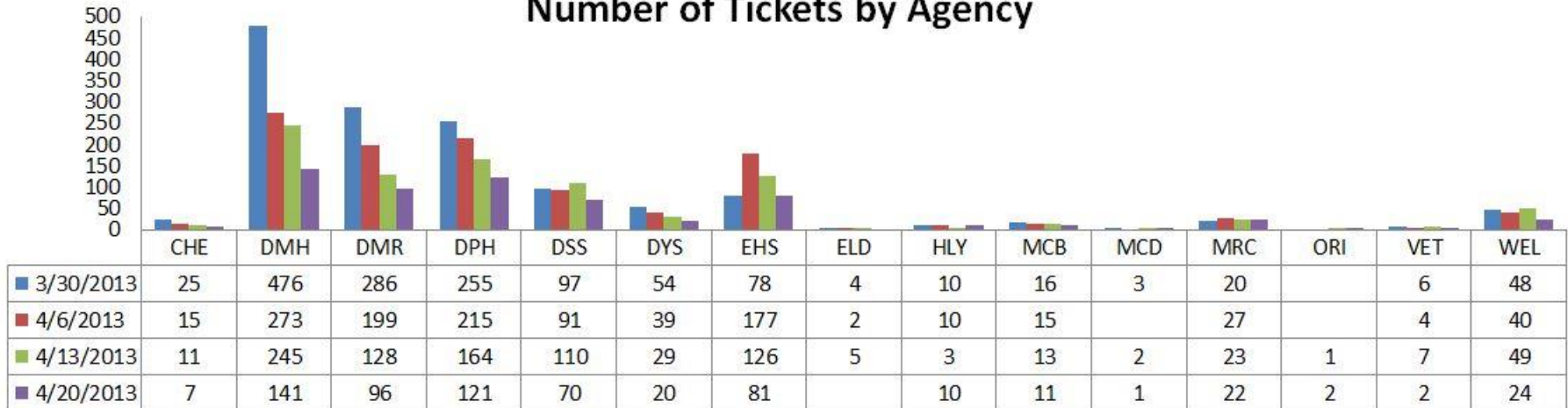


Inquiry Classifications
(Across EOHED Agencies)

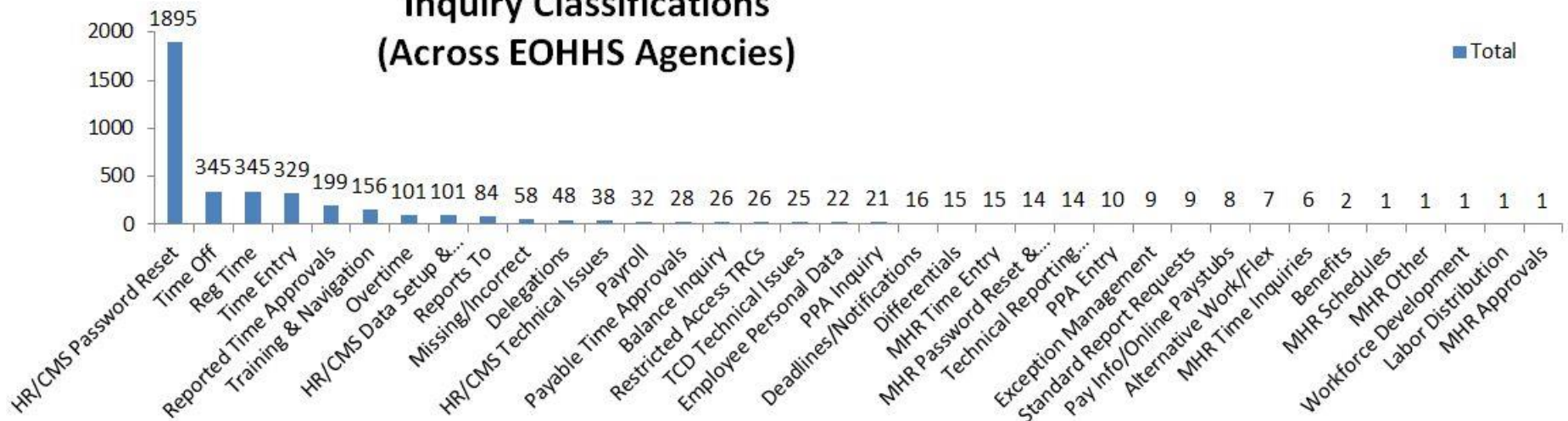


EOHHS Secretariat Agencies

Number of Tickets by Agency



**Inquiry Classifications
(Across EOHHS Agencies)**

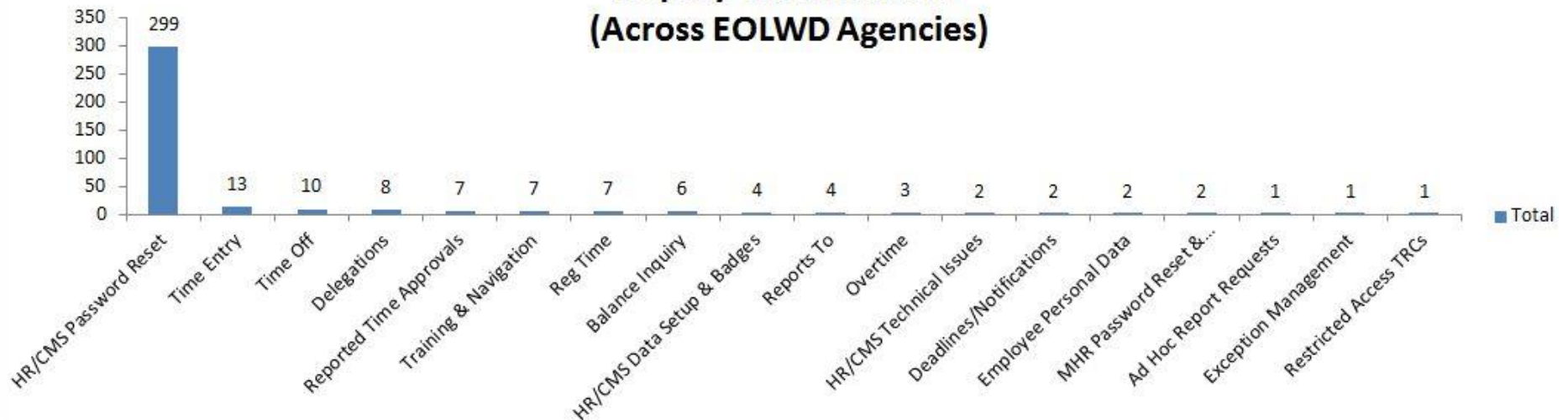


EOLWD Secretariat Agencies

Number of Tickets by Agency

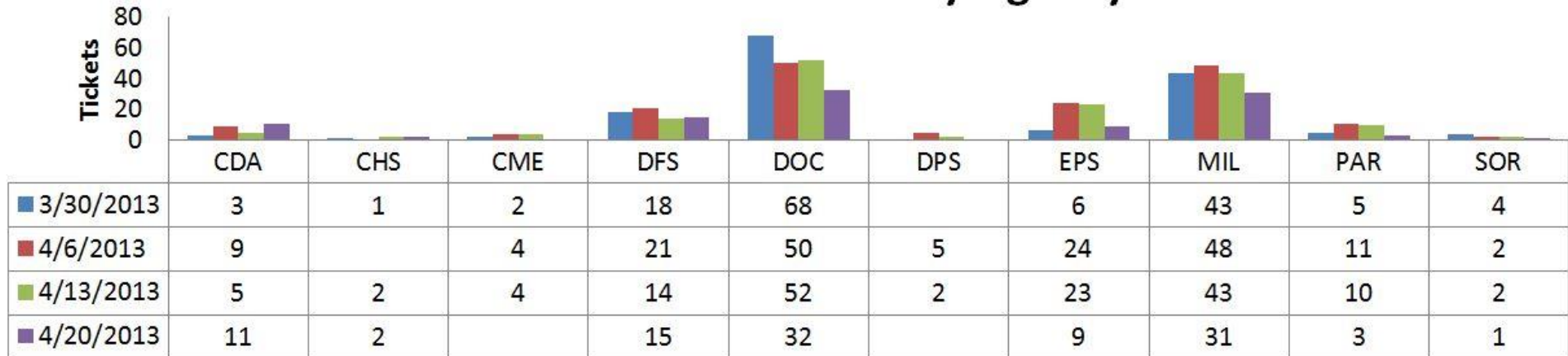


**Inquiry Classifications
(Across EOLWD Agencies)**



EOPSS Secretariat Agencies

Number of Tickets by Agency

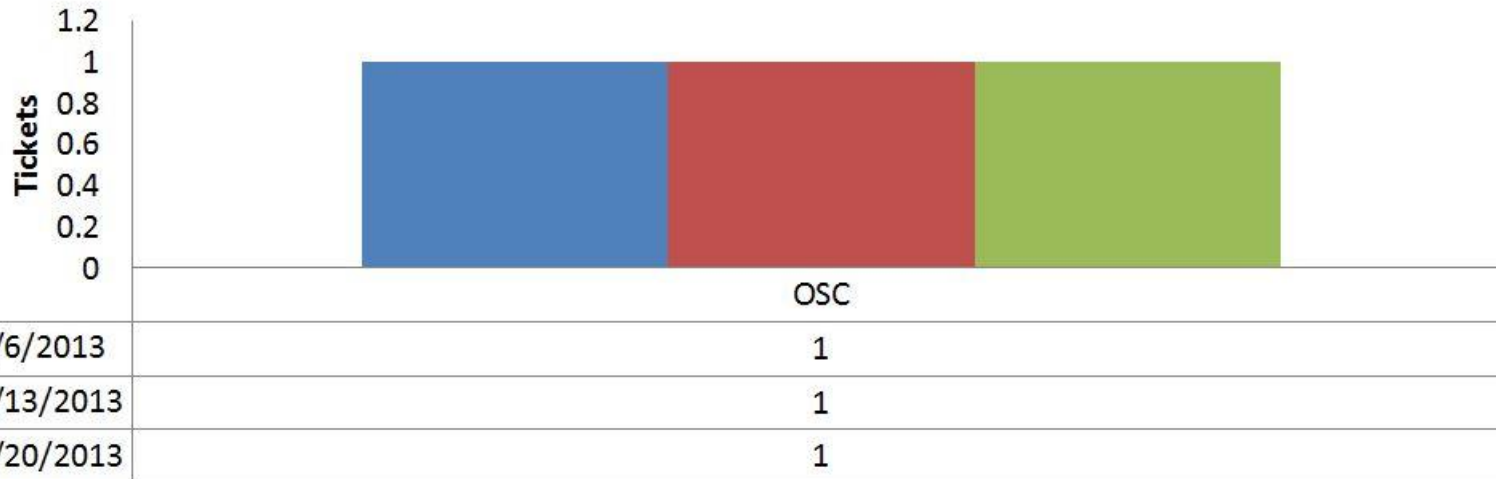


Inquiry Classifications (Across EOPSS Agencies)

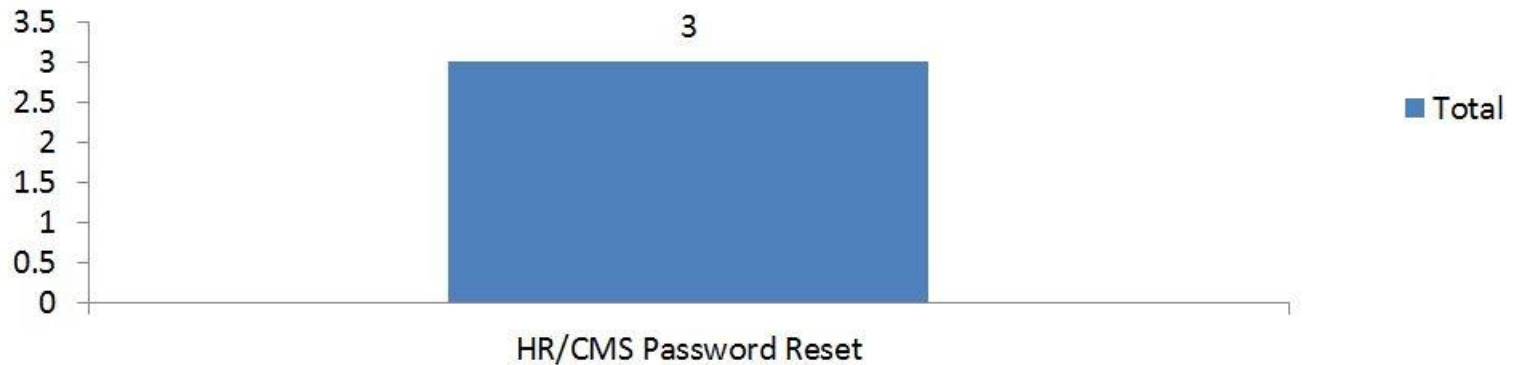


OSC Tickets and Classification

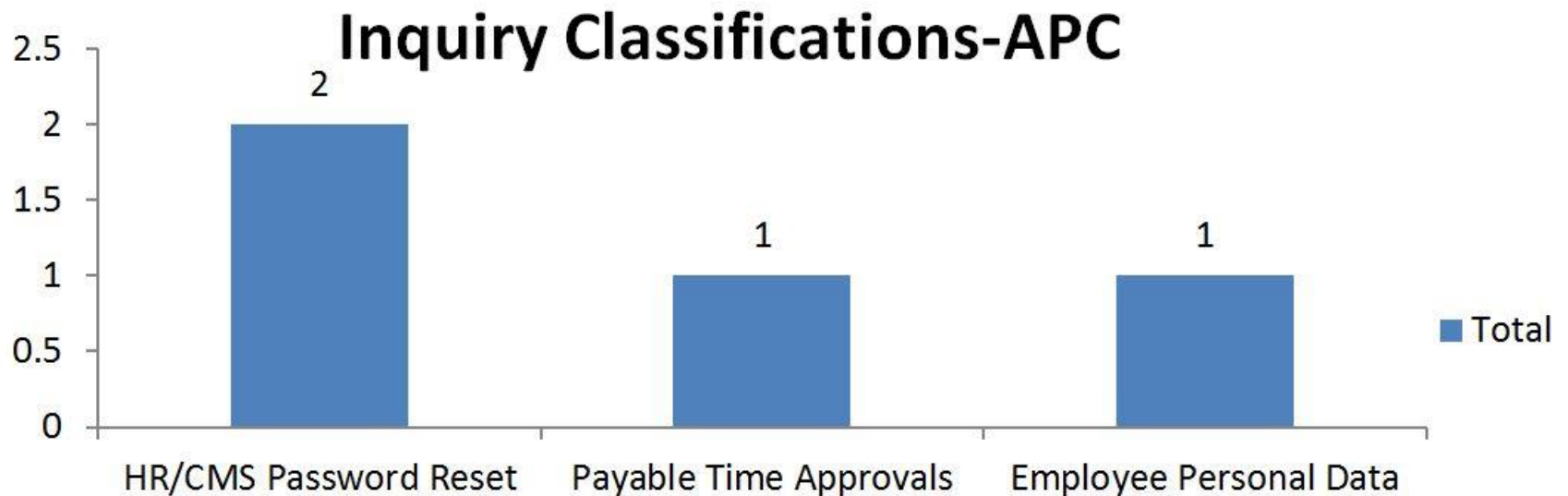
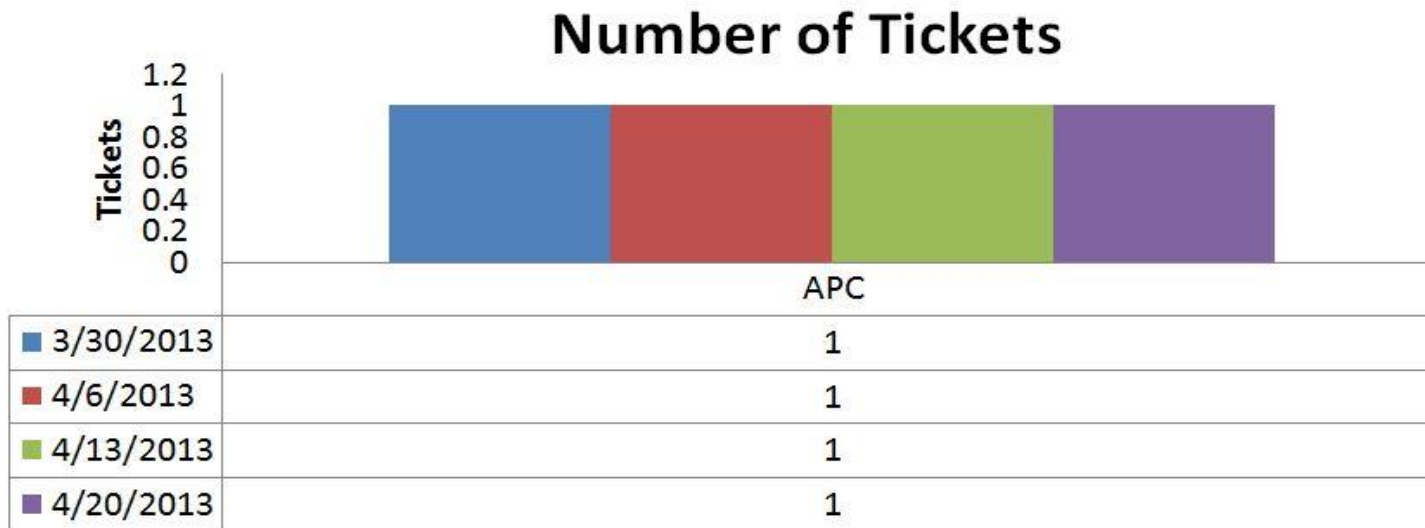
Number of Tickets by Agency



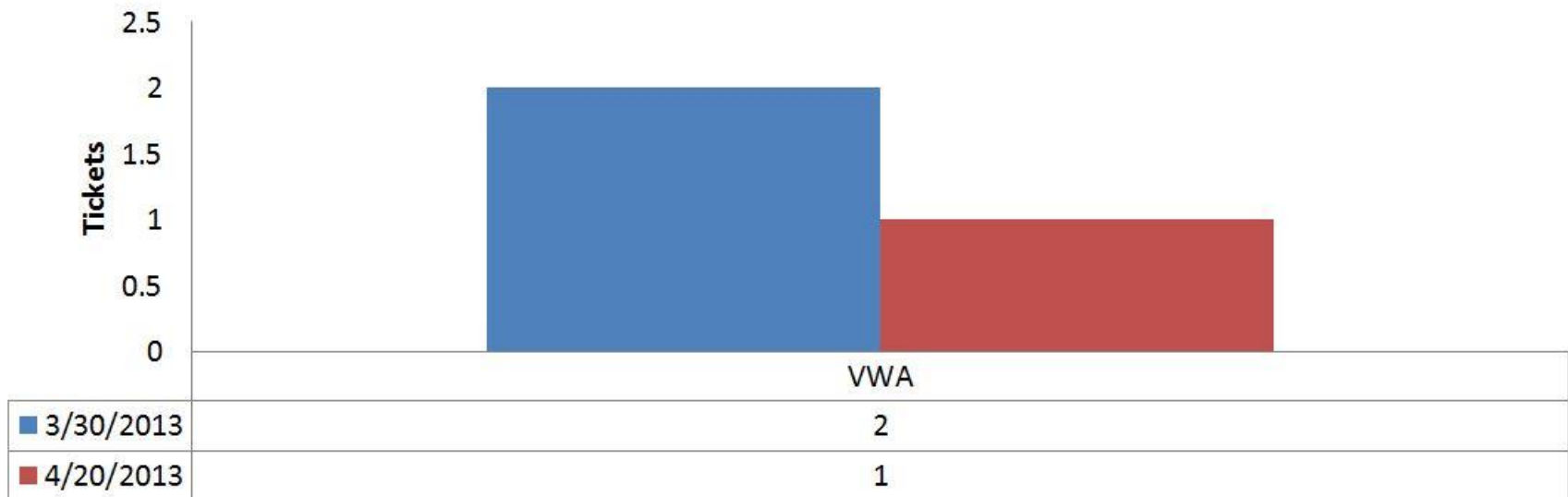
Inquiry Classifications OSC



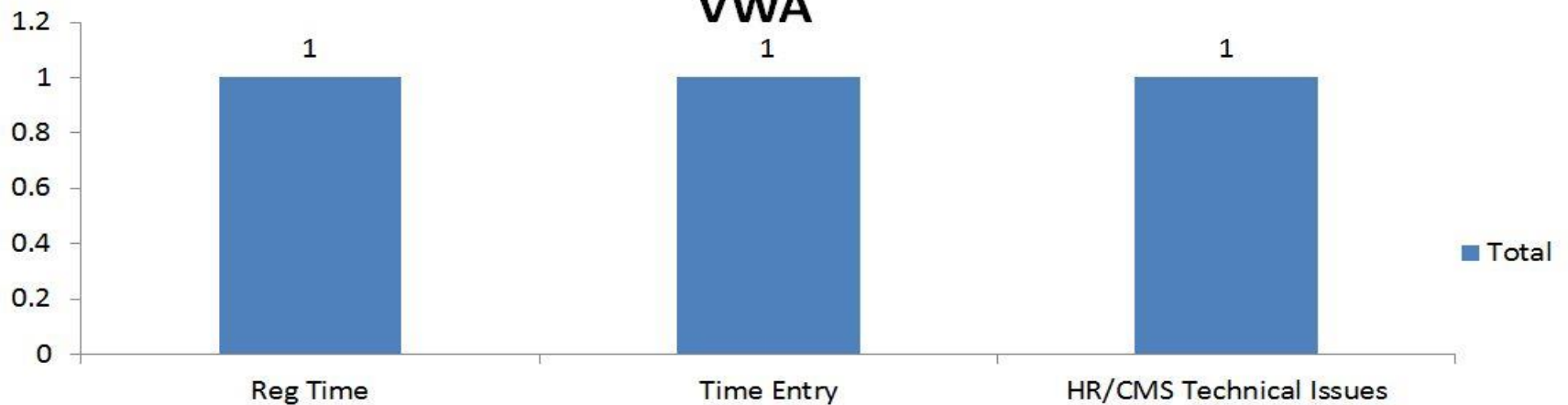
APC Tickets and Classification



VWA Data Below. No Data for SDA

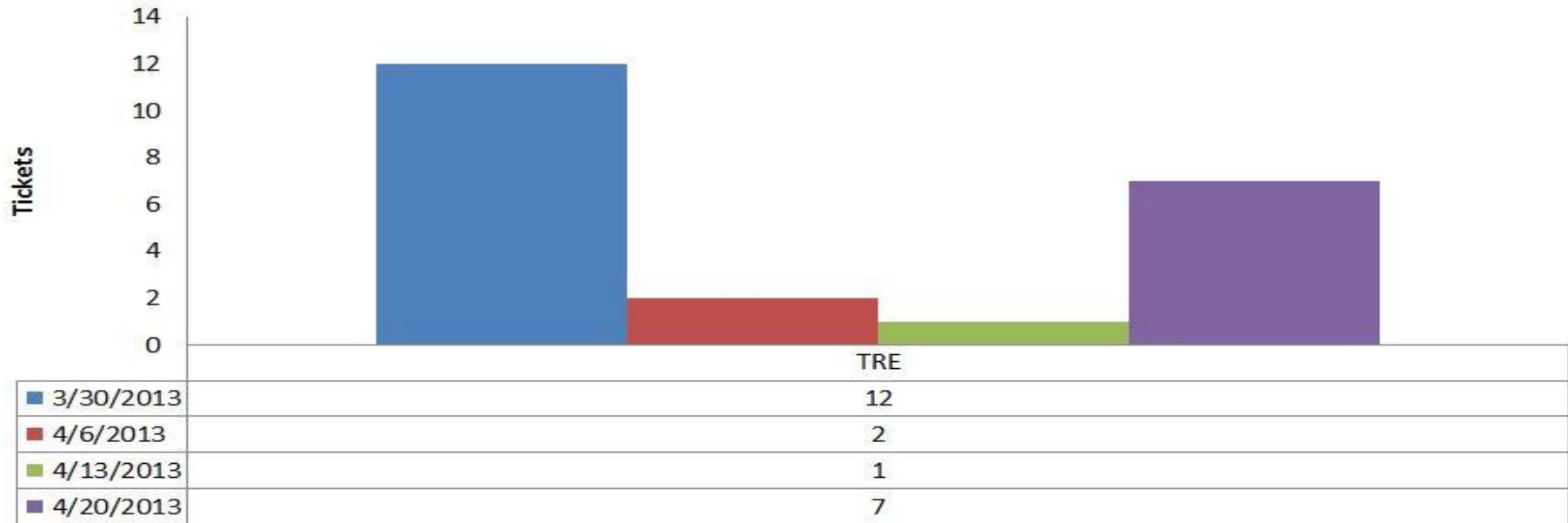


Inquiry Classifications- VWA

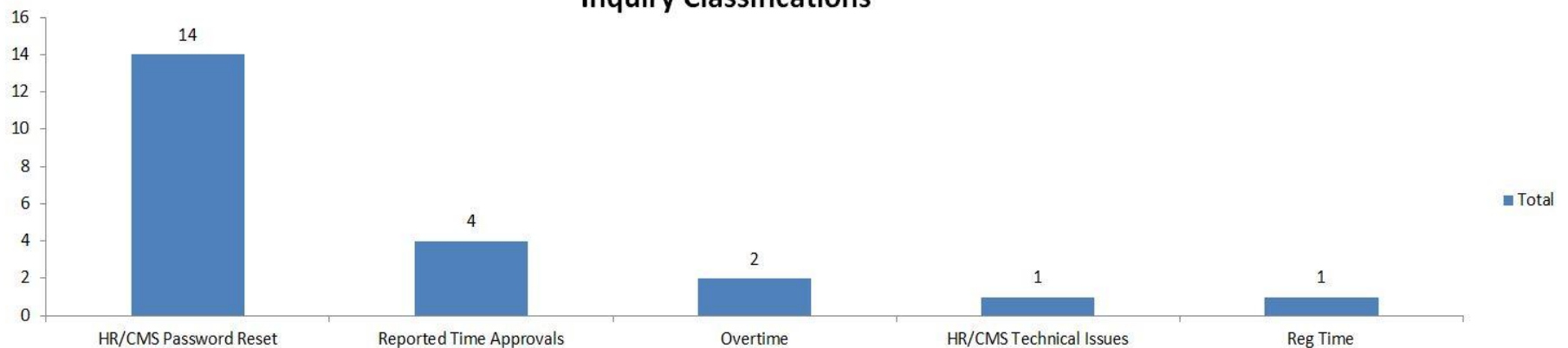


TRE Tickets and Classification

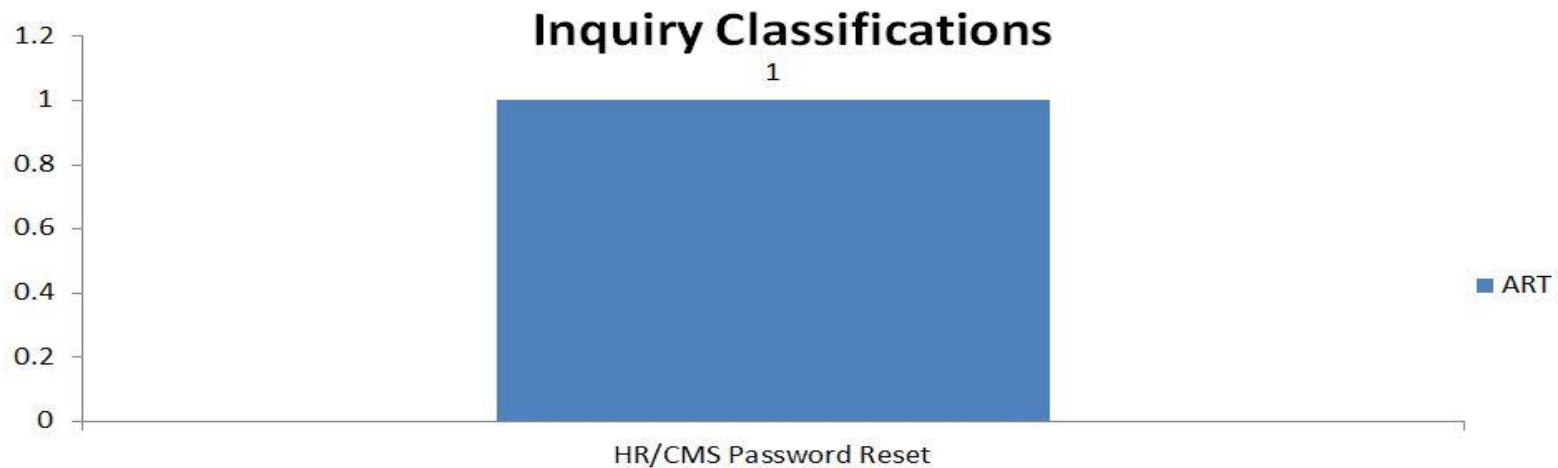
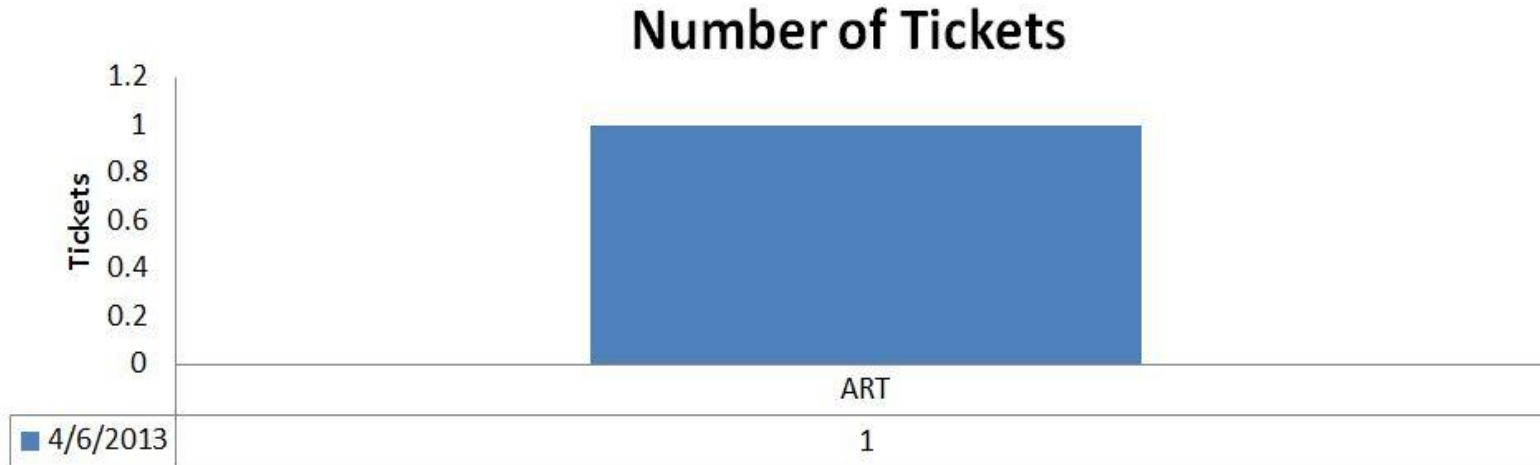
Number of Tickets



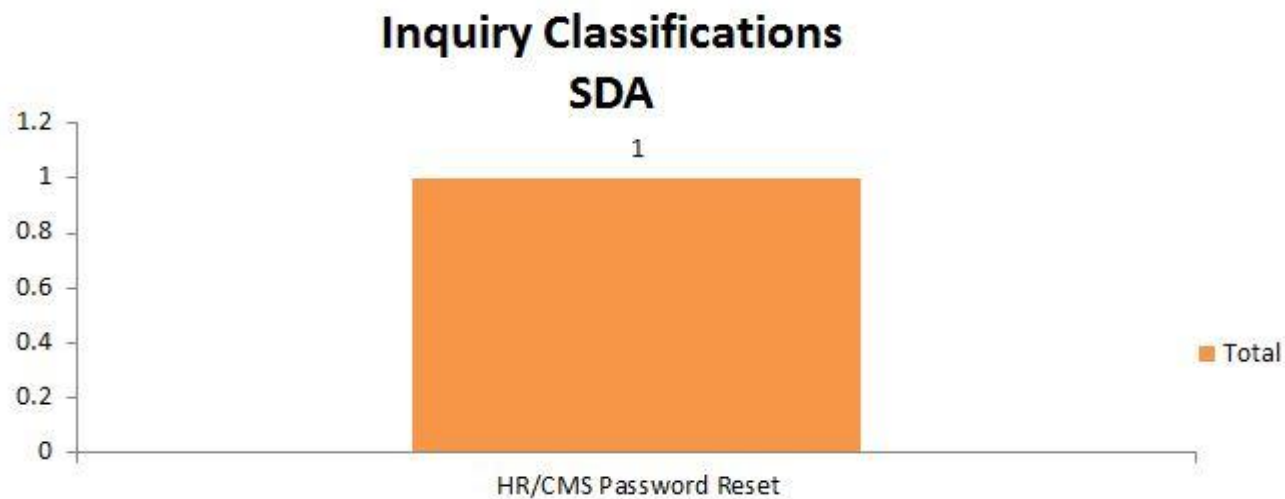
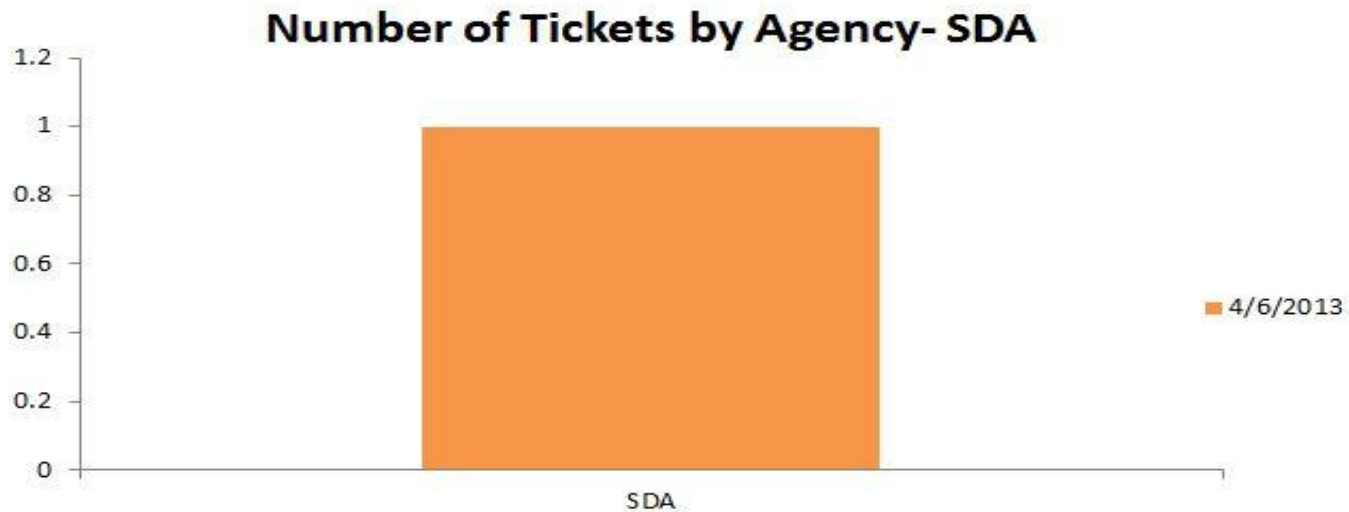
Inquiry Classifications



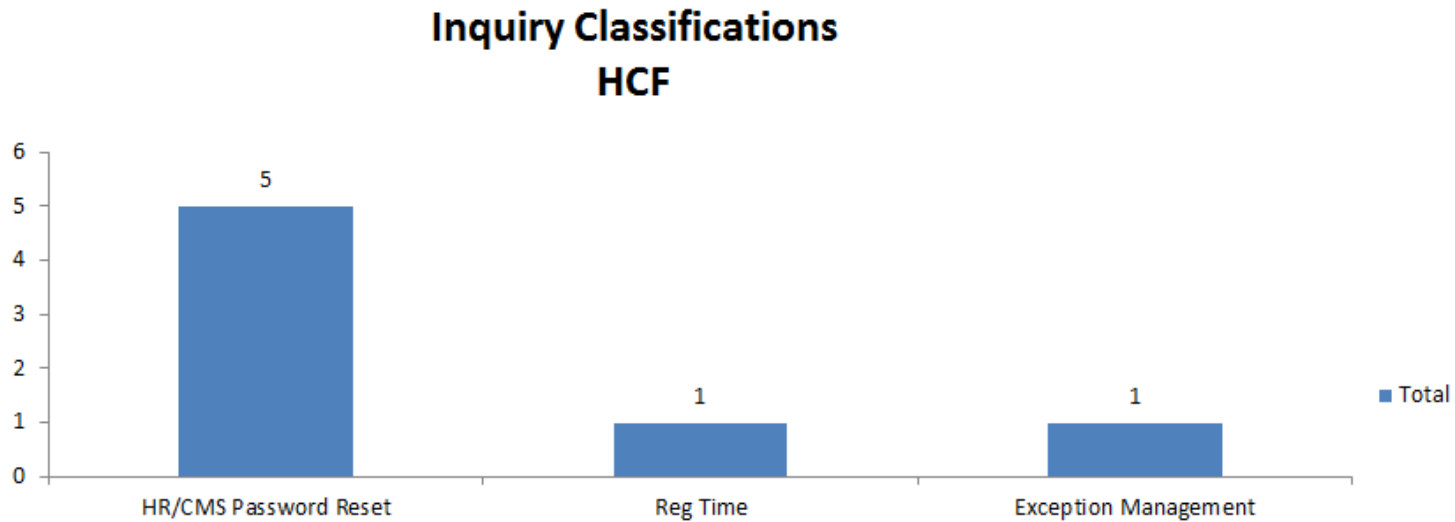
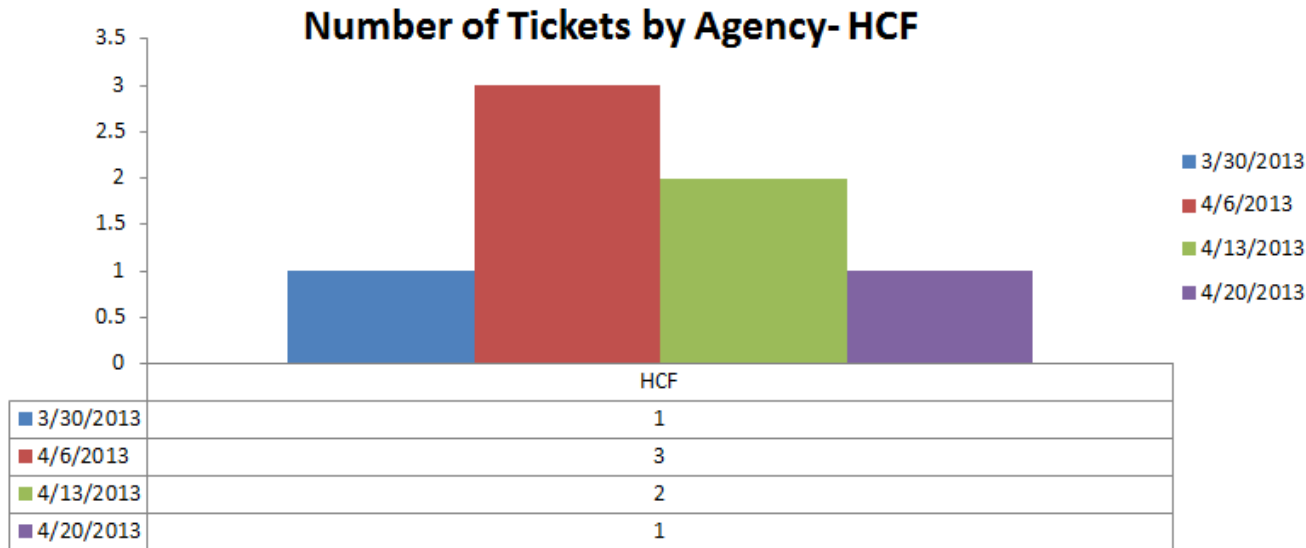
ART Tickets and Classification



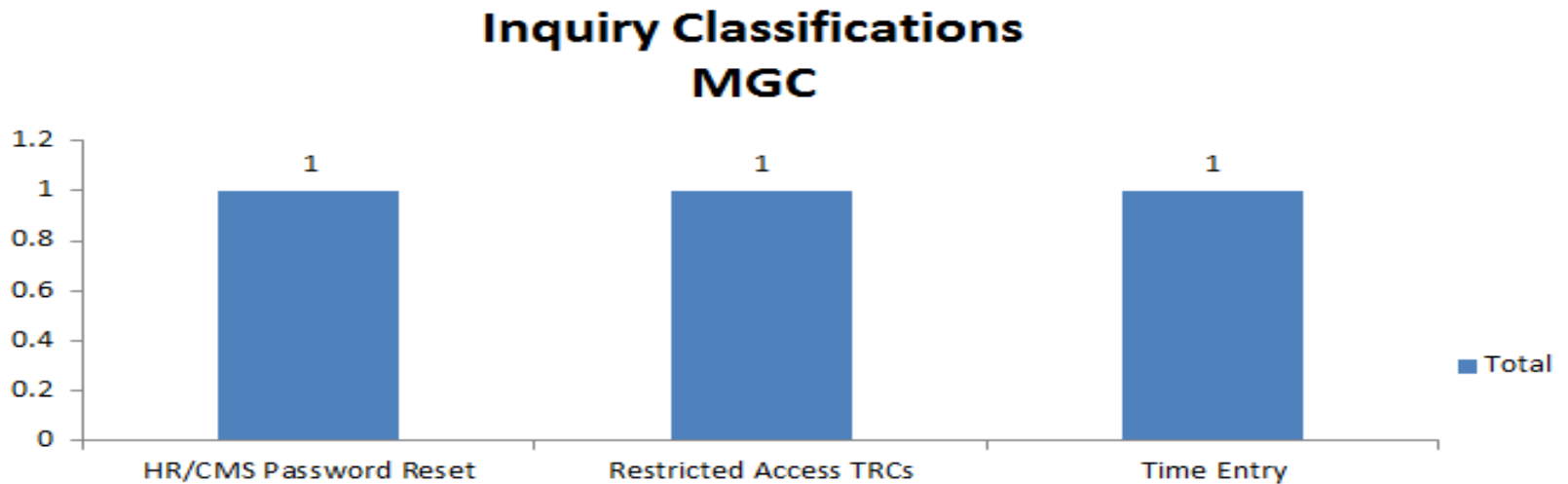
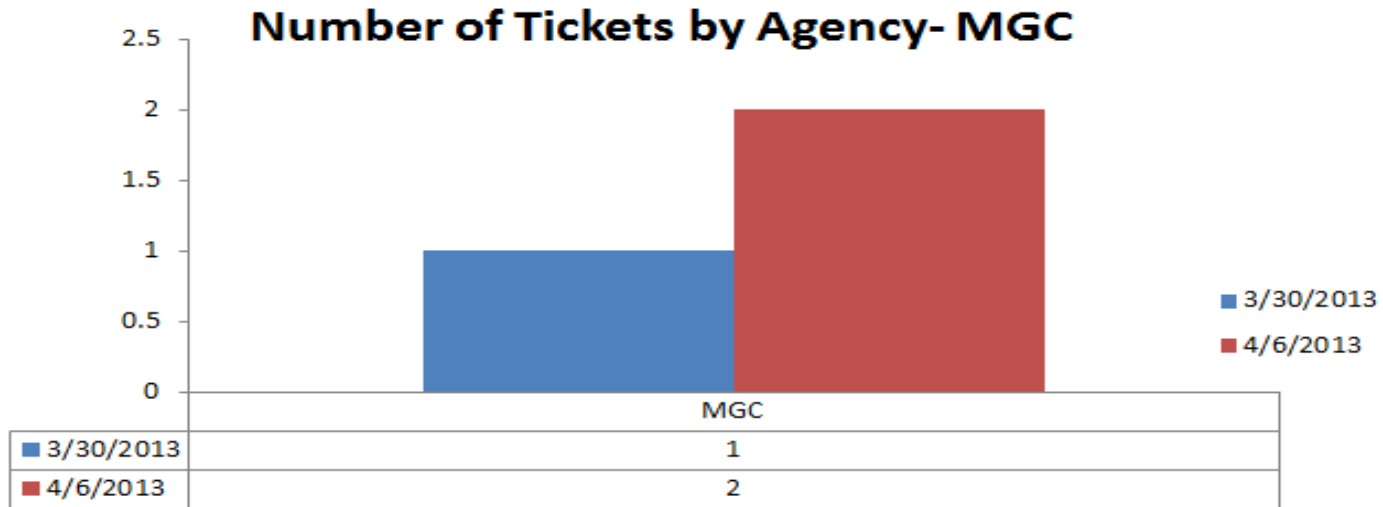
SDA Tickets and Classification



HCF Tickets and Classifications



MGC Tickets and Classification



LOT Tickets and Classifications

